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Author/s:

Ozanne, JL;Davis, B;Ekpo, AE

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DR. JULIE L. OZANNE (Orcid ID : 0000-0002-5826-8259)

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Corresponding author mail id: [julie.ozanne@unimelb.edu.au](mailto:julie.ozanne@unimelb.edu.au)

### **Research Pathways for Societal Impact:**

#### **A Typology of Relational Engagements for Consumer Psychology Research**

Consumer psychology research achieves desirable societal impact when it affects positive changes in the world. Increasingly, researchers seek to understand how to increase the impact of their work. For research to have societal impact, scholars must engage with stakeholders ranging from consumers, businesses, and nonprofits, to media and the government. Earlier research presented a relational engagement approach that defined societal impact as a rewarding process involving knowledge creation, awareness, implementation, and societal benefits (Ozanne et al., 2017). This article builds upon these insights by conceptualizing a typology of relational engagements that provides different research pathways for those researchers who want to affect positive changes in society.

### **Research Pathways for Societal Impact:**

#### **A Typology of Relational Engagements for Consumer Psychologist**

As observed in Journal of Consumer Psychology (JCP) articles and special sections (Pham, 2013; Davis & Pechmann, 2020), including the April 2021 JCP special issue focused on **This is the author manuscript accepted for publication and has undergone full peer review but has not been through the copyediting, typesetting, pagination and proofreading process, which may lead to differences between this version and the [Version of Record](#). Please cite this article as [doi: 10.1002/JCPY.1269](https://doi.org/10.1002/JCPY.1269)**

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consumer psychology for the greater good, consumer psychologists are seeking ways to pursue research with societal impact. These voices join a chorus of support across the business disciplines because societal impact is an accreditation standard used to evaluate research in business schools (Association to Advance Collegiate Schools of Business (AACSB) Accreditation Standards, 2020). AACSB defines societal impact as “a force for good... that makes a positive contribution to society” (AACSB 2020, p. 15). Societal impact as a research standard is also an international movement. The United Kingdom’s Research Excellence Framework is the first country-wide program to measure research impact and award block grants. They broadly define impact as “an effect on, change or benefit to the economy, society, culture, public policy or services, health, the environment or quality of life beyond academia” (Research Excellence Framework, 2014). In line with these trends, consumer psychology researchers increasingly value knowledge about how to optimize the impact of the work in their field (Pham, 2013).

We contend that impact is a complex social process, and the term is applied to what are four separate stages: “the creation of the research, the awareness of the findings, the use of the research, and the potential societal benefits of the research” (Ozanne et al., 2017, p. 2). Many scholars want their research to “make a difference,” which is the last stage of a process that can span years (Spaapen & van Drooge, 2011). But academics are only one of many players, and we usually focus on the first stage of creating the knowledge. We need a broader set of collaborative partnerships with other societal stakeholders to generate awareness, use, and societal benefits (De Jong, Barker, Cox, Sveinsdottir, & Van den Besselaar, 2014). Therefore, consumer psychology scholars seeking more research relevancy may consider the “relational engagement” approach in which academics interact with “relevant stakeholders building on their everyday understandings, interests, and expertise” to improve societal impact (Ozanne et al., 2017, p. 5). A relational engagement approach encourages academics to partner with stakeholders ranging from policymakers and business leaders to non-profit organizations and consumer groups to produce knowledge that has the potential for societal impact.

In this article, we offer a typology of research pathways tailored to consumer psychology that builds on calls for more relational engagements with the stakeholders who might use and apply research findings (Ozanne et al., 2017). We argue that the most societally impactful research does not always arise in a one-way flow of findings from researchers to stakeholders but is more likely to arise within complex and multidirectional networks of co-influence. Moreover,

societal impact is more likely to occur when mutual understanding exists for the substantive issues faced by the stakeholders who are not only the most impacted by research findings but also the most likely to apply the findings. We put forth twelve pathways for societal impact that explore the types of relational interactions that are most successful in generating societal benefits sought by both consumer psychology researchers and stakeholders.

### **Conceptualizing the Type and Range of Relational Engagements**

We provide a conceptual map as a tool for consumer psychology researchers to consider the types of stakeholder relationships that they might develop to increase the societal impact of their research. Given the hundreds of possible pathways that exist (Higher Education Funding for England, 2015), we proffer this framework as a conceptual starting point and hope that other researchers can build upon these pathways and develop new ones based on their successes.

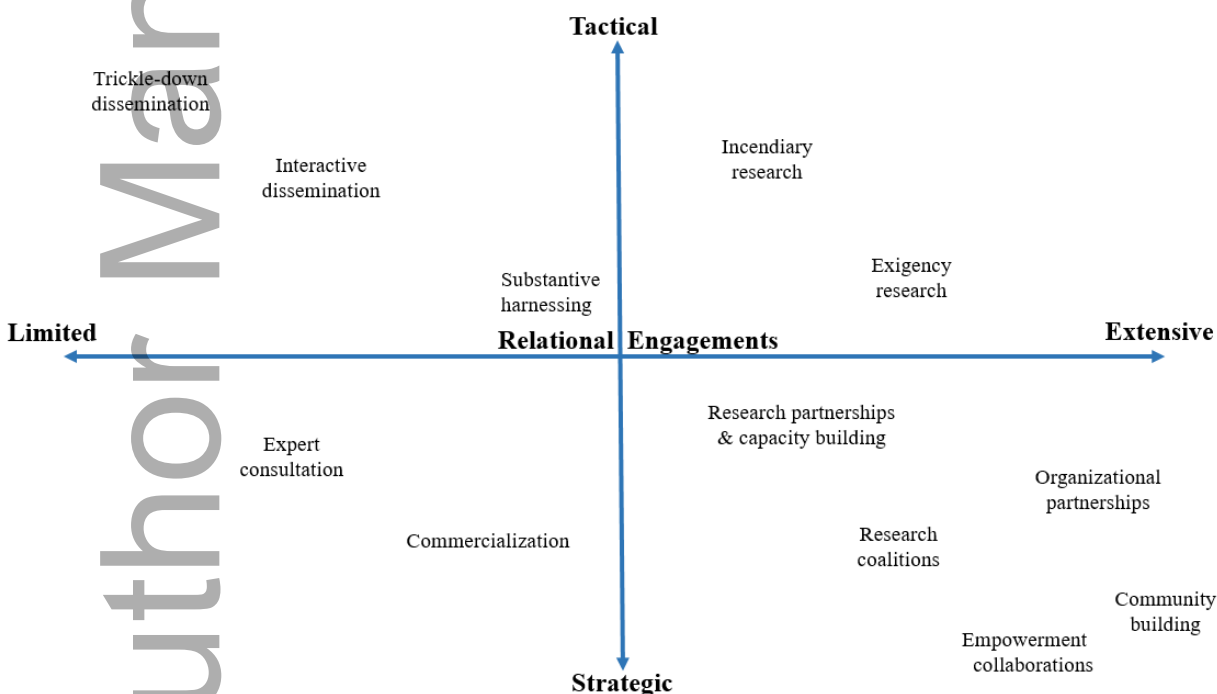
### **A Typology of Relational Engagements**

We inductively built a typology by conceptually analyzing and dimensionalizing recent empirical work that uses different pathways for impact (Muhonen, Benneworth, & Olmos-Peñuela, 2020; Schneider et al., 2019; Plaisance, Michaud, & McLevey, 2021). We developed these pathways by integrating research that has achieved impact in the world, as well as generating empirical cases within consumer psychology research to challenge and develop this typology.

Figure 1 provides a visual map of our typology of relational engagements. On the horizontal axis, we lay out the continuum of relational engagements that range from limited to extensive relationships. A limited relationship arises to address an immediate problem, communications are narrowly focused, and the exchange focuses on the problem at hand. For example, a limited relational engagement would be a researcher who conducts a study and then works with a university public relations officer to write a press release or do a media interview, trying to create awareness of the study's recommendations to those who might implement them. A more extensive relational engagement occurs when academics work with interested stakeholders such as practitioners to address an ongoing problem, communications are open and far-reaching, and exchanges are rich extending beyond the problem at hand. For example, an extensive relational engagement might be a research project conducted with an interdisciplinary team working for years on interactive cycles of research to address the problem and even forming life-long relationships.

On the vertical axis, we explore the nature of the engagements ranging from more tactical, reactive, and short-term, to more strategic, proactive, and long-term. A pathway is more tactical when it involves a single study with little planning toward achieving long-term social benefit. For example, a tactical approach might involve altering the way a study is conducted, such as using consequential variables or including actionable outcomes in the discussion. A pathway is more strategic when efforts are coordinated toward achieving a long-term societal benefit. For example, a strategic approach would involve planning several studies with a potential societal benefit in mind, such as reducing wasteful consumption (see Table 1 for an overview of each type and the skills needed).

**Figure 1—A Typology of Relational Engagement Pathways**



In the sections that follow, we explore these twelve research pathways organized across the four quadrants in Figure 1. Each type of research is presented as an archetype but often research that has societal impact works at the intersection of two or more of these pathways. To justify the relevance of these types, we broadly draw examples from different disciplines across

the social sciences. But to make these types of research more vibrant, we explore consumer research exemplars of the typology. We present twelve pathways for doing research with societal impact; however, this list is not an exhaustive list. Further, the relational engagements can be made with firms, nonprofits, consumers, consumer advocacy groups, and government organizations, expanding the possible pathways fivefold. Beyond research skills, we also explore the type of skills needed for these relational engagements so that researchers can match their skill sets to relevant pathways (see Table 1).

### **Limited and Tactical Relational Engagements**

In this section, the relational pathways are typically more limited and tactical: trickle-down dissemination, interactive dissemination, and substantive harnessing. Here, researchers conduct research based on their own interests and interact minimally with relevant stakeholders (i.e., consumers, practitioners, policymakers) as they work to get their findings into the hands of people who might benefit. These pathways are tactical when no long-term plan exists to directly affect and measure social benefits.

*Trickle-down Dissemination.* The most common consumer psychology research pathway for social impact is what we call trickle-down dissemination. Researchers work within their area of expertise and, after conducting research and publishing their findings, they promote interesting results to the public. The flow is unidirectional from the academic to a general stakeholder audience. These trickle-down efforts to get research insights to flow to the public can be as simple as participating with a journal's staff to write press releases, posting research findings on social media, or inserting citations into Wikipedia. Trickle-down efforts, however, can be more elaborate, such as setting up a website, doing a TED talk, or writing essays and books. A researcher who is a skilled communicator and trained in public relations can increase the outward flow of information. However, the messages are usually to an untargeted audience and little dialogue ensues. This means that even if people implement the findings, tracking the potential benefits would be difficult given no clear stakeholders were identified.

Nevertheless, this trickle-down approach can begin the potential process of social change even when researchers cannot directly measure societal benefits. For example, Berger (2020) published the book, *The Catalyst: How to Change Anyone's Mind*, to create personal, organizational, and even societal changes by applying research findings on consumer psychology. Berger argues for "pushing harder" to convince individuals or groups to improve the use of facts and reasoning. He translates his and others' consumer psychology research to

concrete case studies showing how to solve problems by applying theoretical constructs such as reactance, endowment, psychological distance, and uncertainty. In the book, Berger explores how a Florida anti-smoking campaign employed principles of consumer psychology to build trust with teenagers, getting their input, and encouraging their decision-making, rather than telling them what to do. And he highlighted how a rabbi used these principles of facts and reasoning to befriend a harassing Ku Klux Klan member and convinced him to abandon his extremist views. Berger's work demonstrates that academics taking a trickle-down approach must translate the academic jargon of hypothesis testing, effect size, and r-squared into every day and vivid language to communicate effectively. Importantly, his research findings point to ways accountability and ownership of the solutions is possible, thus providing a practical approach towards resolving some of society's most pressing issues. Of course, this pathway's success is contingent on the public seeing themselves as agents of personal, organizational, and societal change.

Although a junior faculty member might be unable to publish a book, they may be better poised to follow this pathway through a blog, website, or even YouTube channel, where they may garner a large following. Regardless of the platform, the trickle-down dissemination approach involves translating one's research in an engaging way to promote awareness and even application of the findings. However, a more extensive relational pathway is needed if one wants to measure societal benefits that occur over time.

*Interactive Dissemination.* This research pathway is an extension of trickle-down dissemination that uses two-way exchanges so potential stakeholders move beyond being recipients of information to asking questions, giving feedback, and forming more productive interactions. Academics need skills in facilitating dialogue for successful interactive dissemination, which is not unlike those skills that they often use to promote group discussion when teaching (see Table 1). However, this type of dialogue assumes that both the researcher and the stakeholders have vital insights necessary to solve social problems (see Bohm, 1996 for an excellent primer). Interactive dissemination can be as simple as posting an article or link to research that invites the public to interact through posting comments and replies, offering perspectives that may benefit future research or improve interventions. For example, Thomas and Jewell's (2019) *JCP* research was the basis of a MarketWatch article (Keshner 2018) exploring the difficulty of giving up guilty pleasures and generating 25 readers' comments. Consider two of those comments: "It's my money and I can spend it however I want to. I will never be

ashamed of it.” And “Some successful professionals who buy coffee at the McDonalds drivethru [sic] in the morning transfer the coffee into a Starbucks cup before they go into the office.” These responses could inspire follow-up research on shame and status related to guilty pleasures, topics relevant to these consumer stakeholders.

More interactive dissemination methods range from conducting hands-on workshops and town hall meetings to participating in deliberative democracy. A rich tradition of building public spaces for deliberative democracy exists in public policy, offering a treasure trove of potential methods from deliberative polling and citizens’ juries to scenario workshops and consensus conferences (Cornwall & Coelho, 2007; Gastil & Levine, 2005; Ozanne, Corus, & Saatcioglu, 2009). What all these methods share is the opportunity for researchers to present state-of-the-art science and consult with potential users to build collaborative solutions to problems.

For example, urban planning design charrettes are deliberative spaces in which team members collaborate to explore and give feedback on a design (CAED, 2021). This method can be extended to other domains by having academics present their research to relevant stakeholders for deliberation. Imagine researchers presenting the state-of-the-art knowledge on healthy eating to school nutritionists and parents and collaborating on how best to build healthy lunch programs. Similarly, panel discussions with industry professionals can go beyond trickle-down dissemination by providing a venue for productive interactions between researchers and non-academic stakeholders. For example, Michel Pham participated in an Advertising Week panel discussion with industry leaders to discuss his research on the role of emotions in successful business relationships (Advertising Week, 2018).

Once again, one of the problems with all tactical approaches is that it is difficult to tell whether interactive encounters affect social change. For example, tracking the effect of the MarketWatch article on the behaviors of those who read and comment would be difficult. However, working directly with stakeholders, like industry professionals, might spark relationships that could provide the beginning of a trackable intervention based on a more extensive relational engagement.

*Substantive Harnessing.* We coined the pathway label *substantive harnessing* to capture a tactical approach in which the researcher is committed to a substantive topic and is thus attuned to legislative or social disruptions. These researchers anticipate and leverage opportunities by aligning their research program to deeply understand a problem, so their approach is more strategic than the other pathways discussed so far. These researchers are so passionate and

committed to the social problem that they align their research investments seeking vital answers to timely problems. For example, researchers committed to reducing obesity followed relevant policy changes; specifically, they surveyed consumers of chain restaurants, analyzing differences before and after calorie labeling laws were implemented in New York City (Vadiveloo, Dixon, & Elbel, 2011). Similarly, the career-long commitment to anti-smoking by consumer psychologist Cornelia Pechmann led her and a team of public health researchers to measure changes in attitudes and behaviors before and after the implementation of a smoke- and vape-free university campus policy (Cheung et al., 2020). These researchers cleverly time their findings to be able to inform future policies.

While many studies conduct *post hoc* analyses of behavior changes following laws and social disruptions, effective substantive harnessing also occurs when researchers have ongoing commitments to a substantive topic, can anticipate opportunities, and are prepared to move quickly. For example, researchers who are committed to reducing the earth's carbon footprint are often aware of changes in international agreements, so that data collection can be designed to delve more deeply than *post hoc* analyses often allow. Similarly, food waste researchers as insiders can take advantage of policy changes in portion size to measure potential psychological mediators and dependent variables, like overconsumption, before and after policy implementation.

Substantive harnessing is a good starting place for consumer psychologists because of its potential range of more limited versus extensive relational engagements as well as tactical versus strategic approaches. At the shallow end of this approach, researchers may include more tactical *post hoc* analyses of customer responses to social and legal disruptions with limited relational engagements. However, substantive harnessing is best accomplished with more strategic *a priori* designs and more extensive relational engagements, such as the case of a National Cancer Institute grant using social media technology to measure successes and failures in treating tobacco addiction (Pechmann & Prochaska, 2018). Thus, the substantive harnessing pathway has the greatest potential of this group to land the researcher in the other quadrants of Figure 1, improving societal impact.

### **Extensive and Tactical Relational Engagements**

In this section, the pathways of exigency and incendiary research are based on more extensive relational engagements but in very different ways. Exigency research occurs when a substantive problem captures the imagination of the researcher drawing them to network with

other stakeholders working on the same problem. Incendiary research occurs in reverse, such as when the research findings capture the imagination of the public inciting them to act. In the short term, these pathways are tactical because they are more reactive. However, overtime, researchers on these pathways may work more strategically toward a societal impact goal.

*Exigency Research.* Some research topics find researchers and command their attention. These directives may arise from one's personal life, such as a child having a disability, a family member suffering from mental illness, or one's private struggles with addiction. Or researchers may find themselves living through a crisis ranging from an earthquake or pandemic to gun violence or climate change. The problem is haunting challenging researchers to use their expertise to find implementable solutions, thus increasing academics' interest in working with relevant stakeholders. This pathway often starts unplanned as a more tactical approach but may evolve over time to become a strategic pathway. While substantive harnessing begins with a societally important problem, exigency research amplifies the importance of this problem because of its personal relevancy. As such, this approach means that researchers prioritize a particular research topic as they grapple with how best to alleviate the problem to mitigate future harm.

One such instance is the global covid-19 pandemic, which has sparked a wide range of academic scholarship on its impact on the marketplace and consumer well-being. Currently, special issue calls can bring to the fore salient research on this topic, which is expected when a topic has exigency for many researchers. Journal editors may call for research specific to the focal topic, in this case the pandemic, and its impacts on society, the marketplace, and consumer well-being (Goldsmith & Lee, 2021; Minton, Pradhan, Das, & Chaudhuri, 2021). Journal editors might also curate and showcase relevant research that addresses the exigent topic. For example, a 2020 *JCP* virtual special issue inspired by current events, curated academic articles with relevance to the impacts of the pandemic, highlighting important and contextually relevant topics such as, financial insecurity and vulnerability (e.g., Hamilton et al., 2019), social and power inequities (e.g., FitzPatrick, Elphingston-Jolly, Friend, & Payne, 2019), and experiential turbulence (e.g., Simonson, 2020). In both cases, research highlights the importance of the focal topics and makes connections between major events, such as the pandemic, and its profound role in exacerbating social problems.

The pandemic has ruptured the fabric of daily life laying bare pre-existing social conditions, such as racial disparities in healthcare. However, it is also an opportunity for

innovation. For example, psycho-biologist Daisy Fancourt and a team at the University College London is running an online study of over 70,000 people tracking their everyday experiences and mental health, finding that social and economic disparities that existed before the pandemic have only deepened (Fancourt & Bradbury, 2021). Exigency research can also inspire methodological innovations, such as clever uses of social media to gather data during disasters. For example, Nextdoor (a free neighborhood-based social network) is partnering with the Federal Emergency Management Agency to coordinate disaster relief, providing a unique opportunity to understand community responses at a neighborhood level.

Although exigency research is inspiring, special skills and training are often needed to not only protect participants who may be traumatized but also to safeguard researchers who study these distressing problems. Critics might argue that researchers following the exigency pathway violate the scientific norms of disinterest and objectivity (Hunt, 1990). But a division exists between the scientific contexts of discovery and justification; passionate researchers' work must still meet the intersubjective standards of quality to be published (Anderson, 1983). In fact, an argument might be made that researchers who seek solutions to pressing social problems will strive for higher standards of quality given they hope their findings will inform real world interventions.

*Incendiary Research.* Some research findings light a fire capturing the public's imagination and enlisting consumers' help in spreading its impact. In this pathway, the researcher conducts and publishes a study, but it is the stakeholders who take up the findings to change society by using publicity and other awareness generating tactics to engage the public, often having little interaction with the academic researcher. Although we generally recommend that researchers who want their research to have societal benefits should think about the needs of relevant stakeholders throughout the research process, we include incendiary research as a pathway even though it is the consumers who play the vital role in change. Recall that the researcher is one actor in a complex network. Nevertheless, researchers can set the stage for incendiary research by studying a timely topic, challenging a widely held belief, or presenting their findings in a clever way. Incendiary research requires that a stakeholder group sees potential and acts, which once again highlights that researchers can only affect changes by working with others.

For example, Muhonen et al. (2020) describe a case in which a researcher cleverly illuminated the problem of gender under-representation on scientific and expert panels, boards of

trustees, and business committees. Using social media, Särämä (2016) posted her research along with photos of all-male panels or “manels,” inviting the public to post corroborating evidence (<https://allmalepanels.tumblr.com/>). The public enthusiastically responded posting dozens of pictures of all-male panels from around the world on topics such as breastfeeding, cervical cancer, and women’s empowerment, to name but a few. In a playful take on the serious problem of gender inequality, “manels” are stamped with a seal of approval using a picture of actor David Hasselhoff giving a thumbs up with the label, “Congratulations, you have an all-male panel.” The public responded with over 180 million page views as people denounce gender imbalance on committees of power, with some conferences now prohibiting this practice (nevertheless, more work is needed in this area—many speakers in the private sector are male, and manels are still common; Fadel, 2018).

Another example of incendiary research is Bone, Christensen, & Williams’ (2014) research showing that minority consumers experience systemic restricted choice when applying for financial loans. Using a mixed-method approach of mystery shoppers, metaphor elicitations, and experimentation, they demonstrate how the systematic application of loan restrictions affect consumers’ dignity and life goals. This article was incendiary, garnering national media coverage and a three-year grant for \$1.2 million from the W. K. Kellogg Foundation for a team of researchers and policy makers to extend this research. In personal communications, Sterling Bone shared:

This grant has resulted in additional data collection that has been presented in multiple occasions to the Consumer Financial Protection Bureau, U.S. Department of Justice, Federal Deposit Insurance Corporation (FDIC), and many other agencies. Perhaps one of the most notable outcomes of the *JCR* (2014), “Rejected, Shackled and Alone...” is that it has been cited in the rulemaking of the Dodd-Frank Wall Street Reform Act (Section 1071) for enforcement and oversight of small business lending and was included in the oral and written testimony given before the U.S. House of Representatives’ Financial Services Committee’s Oversight and Investigations Subcommittee held on September 4, 2019.

This example highlights how socially pertinent findings can engage media, foundations, and government agencies, even affecting the law.

Incendiary research requires that researchers anticipate and identify timely social problems. In the case of Bone et al. (2014), the use of a clever design using the mystery shopper method created a video showing restricted choice in action providing a dramatic evidentiary trail, as black consumers are systemically treated differently than white consumers. Moreover, this research pathway benefits from researchers who can creatively present research or engage with social media to fan the flames of public engagement. Once again, this is another pathway that reminds us that researchers depend on external stakeholders to enact social benefits, such as forming more representative expert panels or changing laws for greater access to loans.

### **Limited and Strategic Relational Engagements**

In this section, we explore pathways that have limited relational engagements but are still strategic. The pathways of expert consultation and commercialization are strategic in that they aim to influence with the former leveraging expertise developed across a career and the later launching a new product idea. These relationships are less extensive because they are formed for the periods of advising or launching of the product and thus are more limited focusing on the tasks at hand.

*Expert Consultation.* Expert consultation is a research pathway that draws on the depth of knowledge and experience that a researcher develops when committed to working on a program of research, thus it is strategic in orientation. Expert consultation provides a direct connection between researchers' work and a relevant social problem when researchers directly translate their scholarship into actionable insights for immediate impact through consultation. Experts consult with government organizations, businesses, nonprofits, consumer groups, or consumer advocates, leveraging their deep understanding of research.

Consider the problem of racial profiling in which consumers are singled out based on their race, ethnicity, or other stigmatized attributes; then they are subject to over-surveillance, detainment, harassment, and, in some cases, violently accosted by store personnel (Henderson, Hakstian, & Williams, 2016). Jerome D. Williams formed a reputation as an expert witness for prosecuting lawyers suing major corporations for marketplace racial discrimination. Two specific court case decisions, *Lewis v. Dillard's* and *Anderson and Humphrey v. Dillard's*, exemplify how expert testimony was used to hold companies accountable for racial discriminatory policies and practices.

In these cases, the accusation of consumer racial profiling mandated evidence from an expert knowledgeable in the underlying processes that take place in the marketplace and

contribute to unequal treatment of racial minorities. In this case, Dr. Williams leveraged his research to develop what is now a standard methodology to critically assess whether specific stores racially profiled consumers providing pivotal evidentiary support in court. Specifically, by comparing demographic data of the shoppers who regularly patronize the store using distance and driving time (i.e., within a one-, three-, and five-mile radius, as well as five-, 15, and 25-minute drive) against the demographic makeup of patrons who may have been racially profiled (i.e., as evidenced by banning, trespassing, arrests, and incident reports), he provided admissible evidence of racial profiling.

In the *Lewis v. Dillard's* case, Dillard's demonstrated "significant disparity both in the rate and manner in which minority shoppers were stopped, searched, and detailed compared to non-minority shoppers..." (Henderson et al., 2016, p. 45). However, proving systemic racial discrimination is no easy feat, especially when marketplace discrimination often involves subtle degradation of service (Grier, Scott, & Johnson 2022). Examples of subtle discriminatory acts include—but are not limited to—sales personnel treating consumers differently by ignoring them, making them wait longer for service, serving them last even when they are first in queue, or requiring them to show more identification than others due to suspicion of fraud. These instances of subtle discrimination aimed at marginalized groups are sometimes rationalized as being caused by factors other than racial discrimination, which invalidates their lived experiences. Thus, we still need more work developing approaches and methods to capture these subtler forms of discrimination.

Expert consultation requires that researchers accurately conduct a stakeholder needs analysis and articulate one's expertise to establish their authority as capable of resolving the problem. To be impactful, consultants need skills in presenting complex information so that lay people can understand it. Moreover, effective consultants are also good listeners who can respond agilely to aggressive challenges of their authority. To do so, researchers benefit by being involved in professional communities that can provide credence to their expertise.

*Commercialization.* Another research pathway for societal benefit is the incorporation of research knowledge into products for commercial release into the marketplace. When consumers discover products that build on consumer psychology research and meet their needs, they may be better able to understand and act upon the research findings. For example, Dan Ariely is a consumer psychologist who regularly translates his research into new products through Kickstarter (Walker, 2015). Specifically, he leveraged his research to create an "irrationality card

game,” raising \$283,000 on the crowdsourcing platform. He also partnered with MetLife to design and build products that help people make smarter financial choices (BusinessWire, 2015).

The commercialization pathway is attractive because market forces require alignment between the interests of researchers and stakeholders for the venture to succeed. Specifically, consumer engagement must be high. Thus, the potential societal benefit may be two-fold; consumers derive direct utility from the product, as well as indirect knowledge that they acquired. In the case of Ariely’s card game, the Kickstarter campaign makes direct promises related to irrational decision-making: “One of the most important life skills is the ability to predict how events might unfold. If you can improve this ability, you will be better able to master decisions. This is what social science is all about and that’s why we created the ‘Irrational Game’” (Kickstarter, 2015). Researchers interested in pursuing this pathway need significant entrepreneurial skills, access to capital, and skills in risk-taking and networking with industry practitioners.

### **Extensive and Strategic Relational Engagements**

In this section, the pathways involve significant long-term relationship building across research teams, organizations, coalitions, or communities. As such, they demand greater commitment and investment by the researcher to the substantive problem or community in need. We explore five pathways including capacity building, research coalitions, organizational partnerships, empowerment collaborations, and community building. These pathways are strategic because the groups coalesce around a broader goal, such as expanding capacities or social justice.

These extensive relational engagements benefit when researchers have skills in building teams, resolving conflict, tolerating different perspectives, and respecting local expertise (see Table 1). The most extensive relational engagements, community building and empowerment collaboration, also require skills in community organizing and sensitivity to power dynamics. Although this list of requisite skills is daunting, it is important to remember that these pathways always involve groups of committed people. No single researcher possesses all these skills and often local partners better understand their community and are more adept at navigating local conflicts and power dynamics (Stoecker, 2003).

*Capacity Building.* Capacity building offers scholars and stakeholders the opportunity to collaborate on research projects for their mutual benefit (Ozanne et al., 2017). Capacity building often takes the form of an academic partnering with a non-profit or non-governmental

organization in which both the academic and partner work together to research an important problem that they share. As such, both the researcher and the partner have common goals. The researcher seeks to do important work on a substantive problem that can be published, and the partner seeks research that can inform, alleviate, or solve the social problem.

For example, DeBerry-Spence (2010) partnered with the Ghana Centre for National Culture, one of the largest arts and crafts markets in West Africa, which supports cultural redevelopment by helping subsistence entrepreneurs make a living. Thus, in this capacity building research, DeBerry-Spence studied pressing social issues, like marketplace literacy and barriers to economic development, that generated published scholarly work and helped subsistence entrepreneurs. In this case, the MASAZI™ Visitor & Welcome Centre in partnership with the Ghana Centre for National Culture directly applied DeBerry-Spence's findings to facilitate better quality of life for these micro-entrepreneurs.

Research partnership is essential for capacity building. During a research project, partners may learn knowledge and skills that can be applied to new contexts. For example, in a community study of high diabetes rates, Ozanne & Anderson (2010) used collages as a projective method in interviews to better understand the prevalence and experience of the illness. Because this method was simple yet evocative, community leaders took ownership of the method applying it in their local youth program; thus, the research project built new local capacities that endured beyond the life of the study. Although the researchers cannot know *a priori* if a partner will develop new capacities, the research process can encourage this by explaining the methods, training community members to collect data, and providing opportunities for discussion and self-reflection.

The researcher may also develop new capacities through close collaboration with stakeholders. For example, DeBerry-Spence, Ekpo, & Hogan (2019) employed mobile phone technology as a method to include consumer groups who are traditionally excluded from the research process, such as subsistence community members. In their study of everyday value, they used mobile phone visual ethnography to leverage mobile phones' ubiquity, familiarity, and mobility as utilized by subsistence entrepreneurs. This method helped capture everyday life in real time, highlighted human mobility (a distinct feature of subsistence markets), and democratized the research process by ceding power to the participants as trusted partners. To build capacity, researchers must concede some control of the research project to provide space for participants to identify, highlight, and even develop new insights that researchers might miss.

Research partnerships that build capacity can have a direct impact on consumer well-being by privileging and respecting stakeholders' expertise, understanding the specificity of the problem faced by the partner, and building practical and feasible solutions (Ozanne & Anderson, 2010).

Capacity building often requires the use of simpler methods so that partners can collaborate, but simpler tools are also more likely to be used and adopted by the partner. For example, Ozanne, Moscato, & Kunkel (2013) proposed the method of transformative photography to decrease power imbalances that can occur between the researcher and researched, such as when the researcher controls the topic of study, the design, and the questions asked. Instead, this methodological approach invites participant partners to share their perspective by photographing and autodiving on problems in their life as part of the research process (Heisley & Levy, 1991). This inclusivity creates the opportunity for participants, regardless of their social, culture, or economic status, to contribute to important findings that may impact their lives, community, and policy. In the field of organizational research, a long tradition exists in which raising the consciousness and increasing the reflexivity (i.e., the ability to reflect on how social structures adversely affect one's well-being) of the research partners is integral to the research process (e.g., Argyris, Putnam, & Smith, 1985; Lewin, 1946; Reason & Bradbury, 2001).

*Research Coalitions.* For systemic and thorny problems, a multi-stakeholder team approach is a viable pathway. Research coalitions are broader alliances of distinct stakeholders ranging from interdisciplinary teams working on a social problem to alliances of researchers and practitioners. These coalitions often tackle intractable problems requiring a long-term commitment and significant investments of time and money.

For example, the EPODE (Ensemble Prévenons l'Obésité Des Enfants, or "Together Let's Prevent Childhood Obesity") childhood obesity prevention program is a coalition of researchers, policy makers, parents, and community members involved in data collection and analysis ([www.epode-european-network.com](http://www.epode-european-network.com)). EPODE started in 2004 in select French towns with goals to intervene to reduce childhood obesity. The coalition unites schools, doctors, dietitians, and other health professionals, offering resources (e.g., healthy diet for children), social support during meals (e.g., breakfast clubs), and help with child-appropriate physical activities. The coalition coordinates school initiatives that translate food research findings to children's classrooms, recess activities, and after-school programs. In turn, EPODE works with researchers

to identify valid measures, design optimal interventions, collect accurate data, employ rigorous analyses, and infer sound implications to maximize societal benefits.

The EPODE coalition measures children's BMI (body mass index) annually and has demonstrated impressive results. For example, in St. Jean in Midi Pyrenees, almost 1,000 children were enrolled in an EPODE outreach program. After one year, the average portion of overweight children dropped from 19% to 13.5% in the town. This successful approach to reducing childhood obesity led more than 500 communities in over six countries to partner with EPODE (Borys et al., 2012; Slot-Heijs et al., 2020).

Coalitions can be designed specifically for the purpose of encouraging academics to partner with non-academics on research. The University Climate Change Coalition (UC3) is a coalition of dozens of research universities (e.g., Caltech, The Ohio State University, and Queens University). These universities collaborate with one another and local communities to help implement climate change solutions and “accelerate the transition to a low-carbon future” (Second Nature, 2021).

Fruitful opportunities also exist for consumer psychology researchers to work with existing non-academic coalitions, especially those that lack a consumer perspective. For example, End Child Poverty is a coalition of advocacy, academic, government, corporate, and nonprofit entities that use research to inform policy and practice. End Child Poverty has fewer relationships with scholars than coalitions like EPODE and UC3. Indeed, many coalitions do not have any partnerships with academics, and fostering relationships could contribute valuable insights to the common mission. Grass-roots organizations, like the Coalition for Social Justice (Coalition for Social Justice, 2021), have already created coalitions across multiple non-academic stakeholders and would likely embrace partnerships with academia to work toward research-driven solutions.

Again, this pathway requires significant investments of time, energy, and commitment. We consider this pathway is a more long-term trajectory for scholarship that contributes to a coalition's mission to affect significant changes (e.g., specific school interventions designed to positively change childhood obesity over the next decade with the EPODE) or induce a societal shift (i.e., changing social justice to be society's primary intervention focus on the next government cycle with the Coalition for Social Justice). Although the societal impact benefits are potentially significant, working in coalitions across disciplinary difference is challenging (Stokols, 2006). The very diversity of the coalition allows for opportunities for learning and

growth. But for coalitions to succeed, they also need a unity of purpose, a culture of compromise, high trust, and an appreciation of interdependency. This can be challenging for researchers in an academic system that privileges and rewards solitary and independent scholarship (Stokols, Misra, Moser, Hall, & Taylor 2008).

*Organizational Partnerships.* Organizations and researchers may study the same social problem separately and only later form a partnership. Whereas research coalitions come together in anticipation of new opportunities, organizational partnerships arise *ex post facto* when academics and organizations working separately unite to cross-fertilize one another's efforts and advance change. Academics often benefit from the independent advances and innovations arising in the marketplace and organizations can benefit from scholarly advances.

For example, Bublitz and colleagues were interested in applying their expertise on food well-being (Bublitz et al., 2013) to the area of hunger and interactions between food and poverty research (Bublitz et al. 2019). They discovered a nonprofit called Hunger Task Force (HTF), a nationally recognized anti-hunger leader driving public policy and programmatic innovations. HTF advances food well-being for people who are food insecure in Milwaukee, Wisconsin, a city with the second-highest poverty rate in the United States. HTF supports local partners, including 52 pantries, 12 soup kitchens, 80 senior centers, and 10 homeless shelters, collectively offering over 50,000 people a free monthly food safety net. Bublitz et al. (2019) analyzed the many innovative social programs deployed by HTF, such as becoming the nation's leader in changing its food pantries to adopt the USDA's MyPlate nutrition guidelines, distributing food directly to citizens in poverty from their 208-acre urban farm, and establishing consumer access to fresh food in the city's food deserts. HTF also works with lobbyists and advocacy groups to affect hunger policy at the local and national levels. Bublitz et al. (2019) translated outcomes of HTF's work into a conceptual framework for advancing the domains of food well-being in the context of poverty to help alleviate consumer hunger.

Many such organizational partnerships exist in consumer psychology research. Liu, Finkelstein, Kirk, and Rosenthal (2018) partnered with a large urban community health center in New York City to investigate how to improve patients' healthcare experiences. This organizational partnership helped the research team design study instruments that were more culturally meaningful. In personal communications, Stacey Finkelstein shared:

When developing the stimuli, it became clear that we needed to trim out much of the jargon we tend to use in survey construction and every survey was thus targeted at a 9th

grade reading level. This matched with the demographics of the patients we worked with. We also worked with the care team at the clinic to ensure that the survey was culturally competent - e.g., in some communities folks refer to diabetes as "sugar" (as in, you have a problem with your sugar) and so the language we used had to reflect these cultural nuances.

The research outcomes helped the community health center implement more effective health systems. Stacey Finkelstein further shared:

The research I do feels more meaningful when I know it has an impact. The work that we've done has had an impact on appointment reminder and appointment scheduling systems at the clinics. I know that we've had a potential indirect effect on care-seeking and health behaviors.

As in previous cases, cross-fertilization arose by uniting what were first independent efforts of the health center and research team. Researchers initially benefited from an organization's deep understanding of the issue, its longtime connections to clients, and access to relevant data. The organization benefitted from the conceptual development and best practices identified and published by the researchers.

Researchers may also forge organizational partnerships with corporations whose profit interests sometimes conflict with consumer well-being. For example, Cinnabon sells high-calorie foods like cinnamon rolls. Otto et al. (2018) approached the organization to run a series of field experiments investigating ways to reduce consumers' calorie consumption. At first, Cinnabon objected because they were concerned that increasing consumer well-being meant decreasing profits. However, the researchers convinced the organization to try a series of marketing messages in real stores that aligned both consumers' well-being and the organization's profit goals. In the end, these efforts reduced calories purchased by about half without reducing overall store profits, avoiding an economic and ethical conflict. Thus, the small step of working together to create a field experiment has the potential for social outcomes in which all parties can benefit.

*Empowerment Collaborations.* We coined the term empowerment collaborations to capture any form of relational engagement with emancipatory goals following in the tradition of the Enlightenment that imagines greater progress and liberation are possible. Empowerment

collaborations are strategic because this journey spans beyond the lifetime of the researcher as these pathways seek the goal of a more just society (see Denzin, Lincoln, & Smith, 2008).

Any research methodology can be leveraged toward the goal of consumer empowerment. In fact, experimental methods have high social status and arguably their findings may be more effective in shifting public policies that enhance consumers' well-being. But we would be remiss, however, if we ignored the long traditions of critical research methodologies that are specifically aimed at challenging the status quo, such as Kurt Lewin's (1949) action research and Freire's (1970) community action research (for a review, see Ozanne & Saatcioglu, 2008). Similarly, feminist research methodologies often focus on consciousness raising and increasing awareness of women and men so that they will take actions toward a more equitable society (Bristor & Fischer, 1993).

More recently, critical race and indigenous research are alternative research approaches (for reviews, see Delgado & Stefancic, 2017; Poole et al., 2021; Smith, 1999). Although it is more efficient to work within the paradigm and theories in which we are trained, if researchers seek to partner with disenfranchised groups toward goals of empowerment, some historical perspective is not only illuminating but vital. For example, for indigenous people, the term "research," is probably one of the dirtiest words in the indigenous world's vocabulary" because it is linked to "the worst excesses of colonialism" (Smith, 1999, p. 1), such as the measuring of indigenous people's cranial capacity or the removal of their children into government-run facilities. Thus, indigenous people are increasingly creating their own research methods that are respectful of indigenous worldviews and based on an axiology of relational accountability, in which the researcher is inextricably tied to the research project and the people studied (Wilson, 2008). Similarly, disenfranchised people often find themselves the focus of research projects that bring research funds and programs, raise expectations, only to have them dashed when funding runs out and researchers leave the community (Ozanne & Anderson, 2010). Thus, empowerment collaborations should be approached with a longer time horizon and goals to develop local capacities that are sustainable because the programs build on existing community assets.

Race in the Marketplace (RIM) Network is an international interdisciplinary consortium of scholars researching race (Grier, Thomas, & Johnson, 2019). Recognizing that scholarship on race-related issues in the marketplace was limited, overlooked, or marginalized in marketing, the RIM Network was formed by Sonya Grier, Kevin D. Thomas, and Guillaume D. Johnson. Its inaugural conference was held in June 2017 at American University bringing together scholars of

race from sociology, criminal justice, law, public policy, history, geography, and marketing. The RIM Network seeks to “establish and legitimize a cohesive critical perspective which foregrounds the reality of power, privilege and oppression, question existing marketing strategies and link them to an overall intersectional framework that can promote inclusive, equitable, and liberatory marketplaces” (RIM Network, n.d.).

Since its inception, the RIM network has worked to develop, promote, and publish research specifically privileging race in the marketplace. As such, it maintains a repository of race-related research by its members (Johnson, Thomas, Harrison, & Grier, 2019), with a clear mission to connect scholars from multiple perspectives. Race is prevalent in daily life and across different marketplaces, thus this empowerment collaboration unites scholars across different disciplines. Furthermore, the common goal to uplift and celebrate racialized populations working towards social justice serves to motivate deep collaborations across disciplines and industries as policy makers, academics, and practitioners unite to research, publish, and act on such projects. For example, a recently published article on critical race theory, authored by participants of the RIM Network, argued that critical race theory is a means to challenge the status quo of marketing theory (Poole et al., 2021). Melinda Weekes-Laidlow, a collaborator on this article, applied insights and innovations from this research to her organization, *Beautiful Ventures*, a social enterprise specifically seeking to “influence popular culture, disrupt anti-blackness and elevate perceptions of Black humanity” (Beautiful Ventures, n.d.). Thus, the goal of empowerment collaborations is to build pathways for actions that help increase the agency of the people and the communities that they serve.

*Community Building.* When researchers introduce new ways of thinking that shift institutional practices and provide new resources, new communities can emerge. Research coalitions are an alliance among multiple stakeholders; organizational partnerships are for the mutual benefit of partners’ independent advances on a social problem; however, community building encourages that researchers identify and collaborate with a larger community that shares common goals. Community building also requires spending time in the same social spaces to increase professional and personal connections.

For example, Transformative Consumer Research (TCR) is a community intentionally built for consumer researchers who share the common goal of increasing consumer well-being. The community is comprised of researchers from consumer psychology, consumer culture theory, transformative services, marketing, and any scholar who seeks to enhance consumer

well-being. While many successful scholars publish articles on well-being, they are not all identified with the TCR community (i.e., research communities focused on well-being include the marketing and public policy community, the macromarketing community, the quality-of-life community). TCR originated with a core commitment to disseminate its research findings to key stakeholders making it aligned with a relational engagement approach (Mick, Pettigrew, Pechmann, & Ozanne 2012). Like the recent call for doing research with more ecological validity (van Heerde, Moorman, Moreau, & Palmatier 2021), the problems and perspectives of consumers and their caregivers are central and infuse the entire TCR research process.

Community building requires the recognition of the value of spending time together to increase connections with academics and non-academics passionate about well-being. Moreover, problems of consumption—ranging from unhealthy diets and unsustainable lifestyles to poverty and social injustice—require larger teams of researchers who are willing to work together. As such, TCR introduced a dialogical conference model in 2009 organized around groups of academic scholars who share interests on specific problems, such as poverty, sustainability, or healthcare. At a dialogical conference, ideas are explored and shaped within active, respectful group discussions and informal meetings amid dynamic and shifting relationships (Davis, Ozanne, and Hill 2016; Ozanne 2011). These dialogical meetings are increasingly expanding to include stakeholders from outside academia from policy makers and managers to consumer activists and nonprofits.

Community building maps trailheads to many other relational pathways outlined in this article. For example, the TCR community encourages organizational partnerships. In 2017 and 2019, TCR introduced a grant process to encourage non-academic stakeholders to join TCR conference dialogs, resulting in dozens of research projects between academic and non-academic stakeholders. The TCR Executive Leadership and Social Impact Council extends this engagement beyond the conference to include regular online videoconferencing webinars on topics like vaccine hesitancy, community-based mental health, and consumer protection with representatives from organizations like Ashoka, Black Leaders Organizing Communities, and Mural Arts Institute. These initiatives encourage productive interactions and relationships in which academic and non-academic stakeholders feel part of the same community. Community building can help researchers find research coalitions, build organizational partnerships, invest in capacity building, and create empowerment collaborations.

The PhD Project is another example of community building that goes beyond mutual benefit of independent advances of an issue (e.g., career development) to encourage empowerment collaboration (e.g., social justice with optimal societal benefits). The PhD Project is a supportive network of PhD students, faculty, corporate sponsors, and universities with the dual goal of helping Black/African Americans, Latinx/Hispanic Americans, and Native Americans attain a PhD in various business disciplines, become business school professors, and inspire historically underrepresented undergraduate students to pursue business careers. The PhD Project was created by the accounting firm KPMG to address a shortage of talented students from historically underrepresented groups by encouraging more professors from these same groups to attract, inspire, and mentor students to the field of accounting. This initiative expanded into all business sub-fields including marketing.

The PhD Project is an example of academic/practitioner community building that was initiated by practitioners. It has expanded to focus on leadership development, helping underrepresented groups find a seat at the table for decision making in academic and practitioner organizations to create inclusive universities, businesses, and marketplaces. The initial community building has now expanded far beyond the university setting (Milano, 2019).

The PhD Project's focus on community building is especially important because it encourages relational engagement pathways at the beginning of researchers' academic careers. The goal is to develop an ongoing lifetime of support with many benefits, including knowledge products, enhanced capacity, productive interactions, improved social networks, impactful research outcomes, individual career success, and social justice in the workplace. The PhD Project is supported by corporate, foundation, and association entities involved beyond financial sponsorship through career development and networking. As a result of 30 years of community building, the number of underrepresented scholars earning business PhDs in the United States has grown from about 300 to over 1500. When compared with the general population, the PhD Project has significantly higher PhD completion rates (90% versus 70%) and professor retention rates (97% versus 60%) [PhD Project, 2021; AACSB, 2019].

Community building is one of the most extensive relational engagements involving high levels of strategic planning, commitment, and investments with potentially rich returns. We suggest that consumer psychology researchers interested in increasing the societal benefit of their research might seek out existing communities with diverse stakeholders beyond the academy. They can either stay and invest in that community over their career or learn from their

observations to begin new communities that more closely match their interests. In the end, community building is one of the most rewarding yet demanding pathways of relational engagement.

### **Consumer Psychology for the Greater Good**

Consumption lies at the heart of so many social problems, from overconsuming—producing supersized citizens and depleting the earth’s limited resources, to under-consuming—generating hunger, unequal access to medical care, and social injustice. We created this typology of research engagement pathways to encourage consumer psychology researchers to reflect on the various ways that we might challenge ourselves to do research that creates greater societal benefit. We do so with full awareness that doing research that has impact is a daunting task because it is a four-stage process spanning 1) doing research, 2) creating awareness, 3) fostering use, and 4) demonstrating social benefit. Although researchers have considerable control and influence across the first two stages of this process, we must work with other stakeholders if we are to encourage the use and document the social benefits of our research. Thus, we trace many pathways for relational engagement.

We encourage interested researchers to start with small steps. Drawing on our typology, limited and tactical relational pathways are probably the easiest journeys to take earlier in ones’ career, such as the path of trickle-down dissemination. For example, an early career consumer psychologist might study an important health problem, such as vaccine hesitancy, while leveraging existing psychological theories and experimental methods with the goal of carefully delineating implications for policy makers at the Center for Disease Control and Prevention. But these pathways can build upon one another, overlap, and even crisscross over the career of an academic. To continue this example, as the researcher builds a body of evidence-based research, he or she might be invited to present recommendations at public hearings increasing his or her reputation. This might open a new relational engagement path, such as becoming an expert consultant for a public policy program to reach unvaccinated citizens. Finally, the researcher might find this work rewarding and invest in more extensive and strategic relational pathways, such as becoming part of a research collaboration. Across a career, researchers may try some relational pathways and reject the path as being a poor fit for the researcher’s interests and skills. From this perspective, the typology offers a navigational tool that can be both reflexive, encouraging researchers to reflect over the impact of their past research, and inspirational,

encouraging researchers to adjust their research coordinates toward doing more socially impactful research if they find this satisfying. Again, it is important to reiterate that the journey to impactful relational engagement is a personal one that can take any trajectory.

No single pathway exists to achieve impactful research with demonstrable social benefits. We conjecture that many consumer psychology researchers are already working to get their findings into the hands of relevant stakeholders and have discovered relational engagement paths not yet covered by our typology. We invite colleagues to expand this typology by creating and sharing other relational engagement pathways. If the goal of research impact becomes central in consumer psychology, then likely we will identify dozens of different pathways as many of the social problems that we face are complex and intractable, as the recent Covid-19 pandemic has revealed so vividly and starkly.

We close this article by drawing attention to the 2021 special issue in *JCP* that focuses on consumer psychology for the greater good, offering some ways future researchers might increase strategic relational engagements. Often researchers doing studies toward societal benefit focus on social problems, but consumer psychologists can also research and draw attention to the life-enhancing forces. Luch, Mick, and Haws (2021), for example, highlight the role of consumer wisdom in enhancing consumer well-being and offer a scale for future researchers working on the brighter side of social change. Similarly, Chernev and Blair (2021) provide public policy and managerial insights into how more sustainable products can enhance their perceived performance. The implications of such studies would be to garner great enthusiasm among various stakeholder organizations and agencies that would love to partner with academics to integrate these life-enhancing forces into their long-term strategies. However, trying to do research for the greater good is not without controversy. Labroo and Goldsmith (2021) raised an important issue that sometimes well intended interventions have unintended consequences (see also Dugan, Clarkson, & Beck 2021). Inescapably, many social changes in policies and practices have winners and losers that only emerge over time. This insight should encourage researchers to take a longer-term perspective in conducting their research, requiring that they shoulder more responsibility while attempting to understand both positive and negative consequences of forming improved interventions. In the end, relational engagement has the potential to minimize unintended consequences by inviting stakeholders who can anticipate such consequences as part of the research process before findings are implemented.

**Table 1: Relational Engagement Pathways for Societal Benefit**

<b>Relational engagements</b>	<b>Definition</b>	<b>Beyond research skills</b>
<i>Limited and Tactical Relational Engagements</i>		
<b>Trickle-down dissemination</b>	Researchers publish articles that they or academic journals promote primarily through press releases and various media; one-way exchanges, general audience	Clear and engaging writing for communicating with a general audience Media training
<b>Interactive dissemination</b>	Researchers publish articles that are then promoted using forums that allow for two-way exchanges between researchers and potential users	Experience doing training and facilitating dialogue
<b>Substantive harnessing</b>	Researchers identify a topical problem and align their research to study the issue deeply and systematically	The passion and commitment to work on a social problem over time
<i>Extensive and Tactical Relational Engagements</i>		
<b>Exigency research</b>	Researchers are called to action by personally or socially dramatic events that command the researcher to develop expertise and provide answers	Ethical and psychological training in researching victims of trauma Self-care practices for the researcher
<b>Incendiary research</b>	Researcher publicizes results and stakeholders are inspired to use the findings to incite change in society by effectively using publicity and social media; mostly one-way, little dialogue	Skills in identifying timely social problems and clever research designs Creative and engaging presentation of findings Social media presence and following

<i>Limited and Strategic Relational Engagements</i>		
<b>Expert Consultation</b>	Researchers use the depth of their expert knowledge forged over years to inform various stakeholders; two-way dialogue	Programmatic research establishing depth of knowledge Presenting information clearly so that lay people understand Careful listening to respond to challenges (when giving testimony)
<b>Commercialization</b>	Researchers incorporate knowledge into products for commercial release in the marketplace	Entrepreneurial skills Access to capital Risk-taking and skills networking with practitioners
<i>Extensive and Strategic Relational Engagements</i>		
<b>Capacity building</b>	Researchers and stakeholders collaborate to study a problem for their mutual benefit	Team building  Conflict resolution
<b>Research coalitions</b>	Broader alliance of multi-stakeholder and interdisciplinary teams who study a common social problem in a long-term research program	Understanding different perspectives
<b>Organizational partnerships</b>	Organizations and researchers start studying a social problem independently and then form an alliance to cross-fertilize and advance social change	Respecting local expertise and knowledge  Long-term commitment to a substantive issue
<b>Empowerment collaborations</b>	Any form of research alliance among researchers and disenfranchised groups with emancipatory goals seeking a more just society	Long-term commitment to a group or community

<b>Community building</b>	Researchers introduce new ways of thinking that shift institutional practices providing new resources around which to form new communities	Sensitivity to power dynamics and ability to work to level the playing field
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